

TRANSMITTAL AND DOCUMENT RECEIPT

TO: MR. WILLIAM MILLER
STAFF DIRECTOR
SENATE SELECT COMMITTEE ON INTELLIGENCE
UNITED STATES SENATE

Approved For Release 2004/05/05 : CIA-RDP81M00980R002900040012-4

FROM: OFFICE OF LEGISLATIVE COUNSEL
Central Intelligence Agency
Room 7 D 35
Washington, D.C. 20505 26 APR 73

THE DOCUMENTS LISTED HEREON ARE FORWARDED FOR:

| INFORMATION | ACTION | RETENTION | LOAN |
|----------------|-----------|--|-------|
| CONTROL NUMBER | DOC. DATE | SUBJECT (Unclassified preferred) | CLASS |
| OLC 78-1713 | | <p>PERSPECTIVES FOR NEW SUPERGRADES 30 APRIL - 3 MAY 1978</p> <p><i>psci</i></p> | C |

RECEIPT

SIGNATURE (acknowledging receipt of above documents)

DATE OF RECEIPT

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CENTRAL INTELLIGENCE AGENCY
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FORM 10-76 3772B

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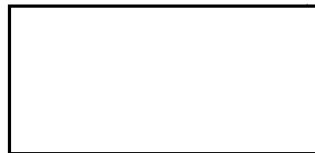
- 1 - WHITE, RETURN COPY
- 2 - PINK, ADDRESSEE HOLD BACK
- 3 - CANARY, OLC HOLD BACK

OLC #78-1713

PERSPECTIVES FOR NEW SUPERGRADES

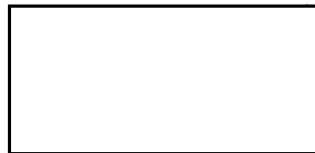
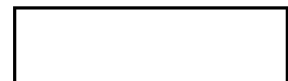
30 April - 3 May 1978

Course Coordinators:

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Training Assistant :

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OBJECTIVES

1. To provide officers recently promoted into supergrade rank with an exposure to Agency-wide managerial problems from the perspective of top management.
2. To expose them to the unique responsibilities and problems related to their new status and to stimulate nonparochial approaches to Agency problems through small group study of selected priority problems.

30 April



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1 May

0830-1015

Small Group Session No. 1

Small group meetings are designed to provide class members with the opportunity to share the knowledge and experience each brings in addressing a series of questions. The class will be divided into three groups, with the membership of each group changing for each of the sessions.

Topic: The "General Officer" Concept

1. WHAT QUALITIES ARE MOST DESIRABLE IN THE LEADERS AND MANAGERS OF CIA? CAN YOU DISTINGUISH BETWEEN THE QUALITIES CHARACTERIZING AN EFFECTIVE LEADER AND A GOOD MANAGER?

2. Should managers be substantively knowledgeable? For example, are economists best managed by fellow economists, HUMINT collectors by experienced HUMINT collectors, S&T analysts by personnel with S&T backgrounds, etc.?

3. Is there a need for the general officer who crosses directorates in senior management positions? At what organizational level do you begin identifying personnel as "senior managers?"

4. Are Agency officers being properly prepared to manage and lead the Agency? Identify obstacles to this preparation that are inherent in existing personnel policies. Is there a serious effort at career development through rotation, training, sabbaticals, etc.? Make specific recommendations to improve the system.

5. How would you assess the value of lateral entry from outside into senior management positions? What criteria would you apply in identifying positions and personnel for such action?

6. How would you characterize leadership and management in the Agency today?

1 May (continued)

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1030-1200

The "General Officer" ConceptOffice of
Inspector General

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A senior officer with Agency-wide experience will discuss the expanding scope of responsibilities and concerns that may confront a supergrade. He will also suggest the new opportunities for an Agency-wide impact on the setting and management of intelligence priorities and resource allocation. He will point to potential areas for innovation. He will offer an overview of the impact of recent changes in the organization and management of the Agency and the Intelligence Community, and in resources available.

1200-1300

LUNCH

1315-1430

Agency-Wide Personnel
ManagementF.W.M. Janney
Director of
Personnel

The Director of Personnel will focus on trends in personnel management and, in particular on those changes and modifications being instituted by the DCI that directly impact upon senior managers.

1445-1645

Small Group Session No. 2Topic: Why CIA?

1. DEVELOP A CLEAR STATEMENT OF THE AGENCY'S MISSION TODAY.
2. What are the unique aspects of that mission? Are there activities that could be conducted as or more effectively elsewhere in Government?
3. What is the future for HUMINT collection activities with the advent of new sophisticated technical collection systems?
4. In maximizing the effective use of Community capabilities, what is the future for SIGINT as an Agency mission?
5. What new priority target areas for collection and analysis do you anticipate?

1800-2100

Dinner and informal discussion
with the DDCI

2 May

0830-1045 Approved For Release 2004/05/05 : CIA-RDP81M00980R002900040012-4

Topic: Resource Allocation

1. ARE THE PROCEDURES FOR THE ALLOCATION OF RESOURCES IN THE AGENCY EFFECTIVE? List the strengths and weaknesses.

2. Do you believe that proper shares are being allocated to each functional area (i.e., collection, analysis, R&D, support)? Elaborate.

3. Do we have effective measures and controls on the use of Agency resources?

4. In your individual positions, do you have a clearly defined procedure(s) for evaluating commitment of resources?

5. Do you believe your directorate is more or less efficient in its utilization of resources than other directorates? Why?

6. How do you measure the effective use of the "people"?

1030-1200

Resource Management

James Taylor
Comptroller

An important responsibility of all senior Agency managers is the determination of resource requirements. This involves complex calculations for assessing needs and balancing the demands of one activity against those of others. New requirements for accountability are inherent in internal and legislative constraints on the allocation of resources. Mr. Taylor will address the issues of resource allocation from his perspective as Comptroller, offering insights into how effectively we now deal with resource issues and the questions managers should be addressing in computing their needs. He will also discuss the significance of the DCI's budgetary powers under Executive Order 12036, and how these impact directly upon the Agency.

1200-1300

LUNCH

1300-1430

Oversight--Legal and
Organizational

Scott Breckenridge
Deputy Inspector
General

25X1
Acting Legislative
Counsel

Anthony Lapham
General Counsel

Senior managers must appreciate the restrictions and demands for accountability that have emerged in the past five years. The panel will assess current legal constraints on Agency activities, and the nature and impact of oversight mechanisms that now exist internally in the Congress.

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C O N F I D E N T I A L

2 May (continued)

1500-1630 Small Group Session No. 4

Topic: CIA in the 1980s

1. WHAT FIVE PROBLEM AREAS WILL HAVE THE MOST SERIOUS IMPACT UPON YOU AS A SENIOR AGENCY MANAGER OVER THE NEXT DECADE. SUGGEST PREVENTIVE MEASURES THAT CAN BE INITIATED TODAY.

2. Identify potential changes in the type and allocation of resources and personnel within the Agency.

3. Congressional hearings; the Freedom of Information Act and investigative reporting have opened the Agency to broad public exposure. Consider impacts in the areas of security and legal constraints:

a. Security

(1) Counterintelligence

(2) Classification and compartmentation

(3) Internal personnel and installation security

b. Legal constraints and accountability

(1) Executive Order 12036

(2) Potential implications of Senate Bill 2525

4. Identify other trends or events you perceive as having significant positive or negative impact upon the Agency's mission and our capacity to fulfill it.

5. In CIA's effort to prepare for the future, what do you expect of the Agency's leadership?

1730-2000

Dinner and informal session
with William Miller, Staff
Director of the Senate Select
Committee on Intelligence

3 May

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1600

[REDACTED]
Perspectives of Senior Management

Admiral Stansfield Turner,
Director of Central Intelligence

John F. Blake, Deputy Director
for Administration

John N. McMahon, Deputy Director
for Operations

Ernest Zellmer, Associate Deputy
Director for Science and Technology

Dr. Sayre Stevens, Deputy Director,
National Foreign Assessment Center

This opportunity to discuss with a panel of the Agency's senior leadership those issues they perceive as of greatest concern adds a vital dimension to understanding the unique responsibilities expected of supergrade officers.

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4 May

0830-1230

[REDACTED]
Case Study

[REDACTED]
Retired senior
Agency officer

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1230-1330

LUNCH

1330-1430

Case Study (continued)

1445-1530

Final Administration

Staff

1730-1930

Reception in the Executive
Dining Room, Headquarters,
for class members, spouses
and senior Agency officials

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C O N F I D E N T I A L